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DEPARTMENT OF LABOUR, CANADA

HON. G. D. ROBERTSON, MINISTER OF LABOUR

BULLETIN No. 4.

INDUSTRIAL RELATIONS SERIES

Employees' Magazines in Canada



Issued as a Supplement to the LABOUR GAZETTE
October, 1921

PRINTED BY F. A. ACLAND, PRINTER TO THE KING'S MOST
EXCELLENT MAJESTY
OTTAWA



BULLETINS OF THE INDUSTRIAL RELATIONS SERIES

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- No. 2. Report of a Conference on Industrial Relations Held at Ottawa, February 21st and 22nd, 1921. March, 1921.
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Contents

	PAGE
Introduction.....	3
Definition of Subject.....	3
Value of Employees' Magazines in Improving Industrial Relations.....	3
Need for Employees' Magazines during Readjustment Period.....	3
Comments on Employees' Magazines made at the Conference on Industrial Relations held at Ottawa, February 22, 1921.....	4
Opinions as to Employees' Magazines Expressed at Meeting of Industrial Relations Association of Toronto, June 27, 1921.....	5
Development of Employees' Magazines in the United States.....	5
List of Canadian Employees' Magazines.....	6
General Analysis of Employees' Magazines:—	
Elements of a Successful Employees' Magazine.....	7
Subject-Matter.....	8
Make-up.....	9
Naming the Paper.....	9
Frequency of Publication and Distribution.....	9
Editions in Other Languages.....	10
Financing the Publication.....	10
Does the Employees' Magazine Pay?.....	11
Editorial Policies.....	11
The Editor.....	11
Reporters.....	11
Business Manager.....	12
Why Employees' Magazines Sometimes Fail.....	12
Supplementing the Employees' Magazine.....	12
Literary Services Operated in Great Britain and the United States.....	12
Brief Descriptions of Canadian Employees' Magazines.....	13
List of Publications containing Information Relating to Employees' Magazines.....	23

Employees' Magazines in Canada

Introduction

Publications of the Department of Labour have from time to time dealt with labour journalism in its more widely known aspects, namely, daily or weekly journals and the craft or union magazine. The present bulletin deals with a third type of labour journal, namely, that produced on behalf of the workers attached to a particular industrial enterprise and commonly known as a plant or employees' magazine. The publication of such a magazine is being today found more and more to be one of the most effective agencies for the restoration of that direct contact between the employer and his workpeople which formerly existed but which has largely disappeared in the vast and complicated industrial enterprises of the day. Many will be interested in learning the extent to which employees' magazines have developed in Canada and something of their special features. The number of such journals is already considerable, and with the growth of the movement towards joint councils is likely to be considerably increased.

DEFINITION An Employees' Magazine, or Internal House Organ, is a periodical publication issued by a person, firm, organization or corporation, for distribution among his or its employees for the purpose of promoting personal relationship, co-operation, unity, esprit de corps and education. It is one of the most important connecting links between management and the worker.

Value of Employees' Magazines in Improving Industrial Relations

Daniel Bloomfield, in *Labor Maintenance*, says:

There is hardly a better aid to the development and maintenance of an esprit de corps. The plant newspaper promotes enthusiasm and gives opportunity for self-expression without which all attempts at better industrial relations are bound to fail. It develops the interest of employees in one another, and in the company and the company's product. It generates constructive ideas. It makes employment more attractive..... The successful employees' magazine is an expression "of the workers, for the workers, and by the workers."

J. L. Charlesworth, in an article appearing in *Industrial Canada* for December, 1920, says:

Efficient work, contented employees, safety and a low labour turnover are conditions which every modern manufacturer is anxious to secure. In fact, once they are secured, the problem of industrial relations may be considered as solved. At these ultimate results all welfare work is aimed, and in such work the company paper plays a part by no means unimportant.

There are many schemes calculated to improve the internal conditions of a plant; the company paper should be the consolidation of all the rest. Publicity should be given in it to everything that is done for employees. If one is promoted for good work, the others should know about it. When a group insurance scheme is adopted, it should be explained in the plant organ. In short, everything that employees can be told about the company's affairs, should be made known to them, and such information can best be disseminated by means of the company paper.

Tead & Metcalf, writing on the same subject in *Personnel Administration*, state:

Most of the average worker's information on important subjects is gathered from dailies or weeklies; and his habit of reading offers a sound foundation upon which to build a shop paper that can give a constructive interpretation not only of shop problems but of wider public affairs.

Within the plant the need for common knowledge is great. The awakening of friendly interest in fellow-employees and in the management, the tying together in fellowship of the various departments and branches, and the establishing of co-operation between the community and the factory, all these desirable ends may be furthered by the company magazine. In industries where personnel work is fairly well established, and where the functions of employment and maintenance, factory hygiene, research and training are centralized, the value of a magazine is especially great. The health program which operates to anticipate and prevent occupational dangers and illness, the shop committee arrangements, and the educational courses set up and directed in order to discover and develop the creative interests of the workers—all find an opportunity for interpretation.

Need for Employees' Magazines During Re-adjustment Period.

In the first instance, it was either on account of labour problems that many concerns started employees' magazines, or else they did so as a form of gift to the workers out of their generous profits. But now that conditions have changed, now that work is slack and labour plentiful, it must not be assumed that industrial relations problems have vanished. The employees' magazine has a great opportunity in connection with the downward revision of wages taking place during this readjustment period, an opportunity of making this revision process one of peace instead of one accompanied by strikes, disputes and general dissatisfaction.

John T. Bartlett, writing on this subject in *Industrial Management* of June 1, 1921, says:

In working out the wage situation, educational methods are supremely desirable. The trouble is that the workers see only the cut; that they do not appreciate the economic causes which render it necessary. Just as economic causes raised wages to a high level, and all living costs with them, so economic causes are similarly forcing a revision downward. In either case, the employer is under the compulsions of the condition he does not control. The employees should be made to understand these things, and led to accept them in the same philosophical spirit that employers will accept a changed condition in prices and demand. The function of the employees' magazine is no kindergarten one; it calls for great skill, tact and cleverness with the written word. Happily in many cases, the magazines are in a position where, without embarrassment, they can use educational matter on the subject of markets, demand and wages.

Again, now that many companies have been obliged to close down, it is felt that the employees' magazine can be made a medium for informing the employees, and through them the community, the exact trade situation which compelled the shut-down, what the prospects are of resumption, and so on.

D. R. Stevens, Manager of Labour Division, The Goodyear Tire & Rubber Company, speaking before the Chicago Council of the Industrial Relations Association of America, May 12, 1921, said:

The shop paper, at a time like this, may be developed more naturally along the line which you want it to go. The editorials can take a more definite stand without irritating a touchy personnel as has often been the case during the prosperous period. Now is an excellent time to bring out thrift plans which may have been hatching for a long time. If employee representation in one form or another is being considered, there's no better time to experiment with it than now, when there can be no feeling upon the part of the employee that it is a measure brought to the front to hold labor.

Comments on Employees' Magazines Made at the Conference on Industrial Relations Held at Ottawa, February 22, 1921.

Mr. R. M. Olzendam, Secretary of the Department of Industrial Relations of the Spanish River Pulp & Paper Mills, Ltd., Sault Ste. Marie, Ontario, said:

We find that there is no better medium to express to our employees the desires of the management, and for the employees to express their desires to the management, than through the columns of our employees' magazine, "The Spanish River News." A series of editorials that was started two years ago has recently been reprinted in a small booklet entitled "What Spanish River Stands For."

Mr. Arthur Young, Manager of Industrial Relations of the International Harvester Company, Chicago, spoke at some length on the employees' magazine published by the International Harvester Company for the employees at their different plants. Mr. Young, referring to their works council minutes, said that they were originally mimeographed and exhibited on plant bulletin boards, but it was found that this was not a satisfactory method of disseminating the matter, and therefore the issuance of employees' magazines was decided upon. Mr. Young said that during the year 1920 the International Harvester Company had spent \$41,000 on the publication of plant magazines, this amount being an expenditure of about \$1 per year per employee. It was felt that this expenditure was thoroughly justified, being a strong factor in making that point of contact between the men and the management which is often lost through the introduction of big business. Mr. Young said that at first it was thought that magazines distributed free would be scattered about the plant or thrown away, but such has not been the case and that frequent requests are made for additional copies which employees wish to send to their friends or to former employees who have left the service. Mr. Young expressed the opinion that authority would eventually be granted by the management to carry on the mailing list of the employees' magazine, men who had been laid off but who would probably return to work in their plants. In concluding his remarks on the subject, Mr. Young said that he felt that the magazine development would not have been so sound as it undoubtedly was, if the Company had started the publication without reference to the employees, or without provision for local sub-departmental editors.

Mr. P. F. Sinclair, in charge of Industrial Relations with the Imperial Oil Limited, stated that the Company was of the opinion that the employees' magazine afforded a very successful and effective means of establishing cordial relations between heads of departments and employees.

Mr. Cyrus Ching, Supervisor of Industrial Relations, United States Rubber Company, said that his firm print their employees' magazine not only in English but in French, Italian, Portuguese, Polish and other languages, according to the nationalities of the workers.

Mr. John R. Frye, in Charge of Industrial Relations with the Canadian Consolidated Rubber Company, said:

I believe in the publication of employees' magazines, but think that the management should not announce or go ahead with the proposition of putting out such publications until such time as the employees or the factory council feel the need of such.

Opinions as to Employees' Magazines Expressed at Meeting of Industrial Relations Association of Toronto, June 27, 1921.

A discussion on the subject of the value of employees' magazines and house organs was entered into by several members representing leading Eastern firms, all being in accord that employees' magazines were very helpful in creating a spirit of co-operation among employees in the various departments of an industry.

Development of Employees' Magazines in the United States.

In the United States, periodicals devoted to industrial relations work are giving an increased amount of space to matters connected with employees' magazines, and a recent survey by the Council of Industrial Advancement shows that more than a million copies of plant publications are being issued monthly in that country. Firms with as few as three hundred workers are successfully maintaining such publications, the cost varying from 50c per worker per year to \$12 per worker per year. An Association of Editors of Employees' Magazines of New York State was organized a year ago by industrial editors representing

fifty industries and more than 500,000 employees in that State. It is stated that about \$10,000,000 is spent each year in producing and distributing such periodicals and that the field has developed to such a rapid extent that it is the only branch of direct mail advertising which has an organization of its own, the House-Organ Division of the Direct Mail Advertising Association of America. (*Administration*, June, 1921.)

List of Canadian Employees' Magazines.

That many Canadian employers consider the employees' magazine or paper a valuable means of improving industrial relations, is further evidenced by the following list of weekly and monthly papers and magazines circulated in Canada and received by the Department of Labour:—

NAME OF MAGAZINE.	ISSUED BY
THE ALGOMAN	Algoma Steel Corporation, Sault Ste. Marie, Ont.
*THE ARMOUR MAGAZINE	Armour & Co., Hamilton, Ont.
AT KODAK HEIGHTS	Canadian Kodak Co., Ltd., Toronto, Ont.
THE BEAVER	Hudson's Bay Co., Winnipeg, Man.
THE BROKE HUSTLER	Abitibi Power & Paper Co., Iroquois Falls, Ont.
BROMPTON NEWS	Brompton Pulp & Paper Co., East Angus, P.Q.
*THE BROWN BULLETIN	Brown Corporation, La Tuque, P.Q.
THE CADUCEUS	Canadian Bank of Commerce, Toronto, Ont.
CANADIAN NATIONAL RAILWAYS MAGAZINE	Canadian National Railways, Toronto, Ont.
C. C. M. PLANT NEWS	Canada Cycle & Motor Co., Ltd., Toronto, Ont.
*CONNECTING LINKS	Dominion Chain Co., Ltd., Niagara Falls, Ont. (Discontinued January, 1921).
THE DIGESTER	Laurentide Co., Ltd., Grand'Mere, P.Q.
THE DOMINION	Canadian Consolidated Rubber Co., Ltd., Montreal, P.Q.
DUNLOP RUBBER FACTORY NEWS	Dunlop Tire & Rubber Co., Ltd., Toronto, Ont. (Discontinued March 1921—temporarily)
THE FABRICATOR	Imperial Cotton Co., Ltd., Hamilton, Ont.
FROM THE GROUND UP	Ames, Holden, McCreedy, Ltd., Montreal, P.Q.
*THE GILLETTE BLADE	Gillette Safety Razor Co., Ltd., Montreal, P.Q.
HARVESTER BULLETIN AND PLOWMAN	International Harvester Co. of Canada, Ltd., Hamilton, Ont.
HOME BANK MONTHLY	Home Bank of Canada, Toronto, Ont.
IMPERIAL OIL REVIEW	Imperial Oil, Ltd., Toronto, Ont.
LIFE	Great West Insurance Co., Winnipeg, Man.
MACLEAN'S WEEKLY	MacLean Publishing Co., Toronto, Ont.
M-H WEEKLY	Massey-Harris Co., Ltd., Toronto, Ont.
MONTHLY BULETIN	Maritime Telegraph & Telephone Co., Ltd., Halifax, N.S.
MOTOR SPARKS	General Motors of Canada, Ltd., Oshawa, Ont. (Ceased publication October, 1920, but it is intended to revive it when conditions warrant.)
MUELLER INTERNATIONAL NEWS	H. Mueller Mfg Co., Ltd., Toronto, Ont.
NEILSON-NEWS	William Neilson Ltd., Toronto, Ont.

*Published in the United States but circulated to Canadian Branches.

NAME OF MAGAZINE.

ISSUED BY

OFFICE SPECIALTY.....	Office Specialty Mfg. Co., Ltd., Toronto, Ont.
OURSELVES.....	The Mortimer Co., Ltd., Toronto, Ont.
PRODUCTION.....	Willys-Overland, Ltd., Toronto, Ont.
(This was issued as a supplement to the "Willys-Overland Starter," which goes to dealers, and was circulated until December, 1920, when the factory closed down. On resumption of operations it is expected that it will be re-issued.)	
ROYAL BANK MAGAZINE...	Royal Bank of Canada, Montreal, P.Q.
SHAWINIGAN FALLS REVIEW	Shawinigan Falls Pulp & Paper Mills, Ltd., Shawinigan Falls, P.Q.
SOME FACTS.....	Bell Telephone Co. of Canada, Montreal, P.Q.
SPANISH RIVER NEWS.....	Spanish River Pulp & Paper Mills, Ltd., Sault Ste. Marie, Ont.
STELCO NEWS.....	The Steel Co. of Canada, Ltd., Hamilton, Ont.
TELEPHONE TALK.....	B. C. Telephone Co., Ltd., Vancouver, B.C.
THE TELLER.....	The Sterling Bank, Toronto, Ont.
THE U. B. OF C. MONTHLY.....	Union Bank of Canada, Winnipeg, Man.
THE WINGFOOT CLAN.....	Goodyear Tire & Rubber Co. of Canada, Ltd., New Toronto, Ont.

In addition to those employees' periodicals listed above, and which will be specifically dealt with hereafter in this Bulletin, there are various journals published in Canada in the interests of wage earners generally, and in some instances in the interests of the members of a special craft.* Such publications as these are not touched upon in the present article.

In view of the foregoing, it may be well to consider the employees' magazine in some detail.

General Analysis of Employees' Magazines.

It is obvious that the publication of an employees' magazine should be the outcome of other welfare work, since, if the company is not treating its workmen fairly, it cannot expect to exert any influence over the men through its paper until it has changed its methods. On the other hand, if unwarranted discontent is spreading, the work that the magazine can do toward placing matters in the proper light is invaluable.

ELEMENTS OF A SUCCESSFUL EMPLOYEES' MAGAZINE The successful employees' magazine aims apparently at representing the interests of all workers in the plant, from the chief executive

to the laborer, and to reach every group and individual through participation in the undertaking and through representation on the editorial staff. The underlying policy of such papers appears to be to have every line breathing confidence, enthusiasm and action. Items are brief and forceful and written in simple and direct style. The tone of these papers is democratic; never paternalistic.

Peter F. O'Shea, in his book "Employees' Magazines," gives the following rules:—

1. Write everything from the employee's point of view.
2. Make everything readable.
3. Make everything constructive.
4. Make everything personal.

*Tenth Annual Report on Labour Organization in Canada, Department of Labour, Ottawa.

5. Print nothing which does not arise from the plant or is not directly connected with it.
6. Tie up everything you print with your particular plant.

SUBJECT MATTER According to Eugene E. Bengé in "Standard Practice in Personnel Work," a well-balanced plant paper will contain at least four sections—service, information, instruction and entertainment. The general opinion seems to be that the great part of the material should be of a personal nature. People like to see their names in print. Of course, care should be taken to see that these personal items never contain a "sting" or give offence in any way. Such news items as promotions, changes in the organization, returns from vacations and sick leaves, weddings, births, sports, picnics, dances, etc., are all of interest to the workers. Some papers devote a page to subjects which will appeal to the wives of the workers, and another page for the children. It is the policy of some magazines to give biographical sketches of prominent members of the management and also of employees who have been long with the company.

The employees' magazine is a good medium for presenting ideas on safety and health; in fact, some business men consider such a publication the most important item in any "welfare" scheme.

Sometimes a foreman is given an opportunity to write about his experience with unreasonable workmen, while the worker in turn may also give his criticism of his bosses, with the result that each learns to appreciate the trials of the other. There are numberless events occurring in a plant which could be understandingly described in a manner that would effect a better feeling toward the organization.

Articles dealing with the development of the firm and the history of the company's industry are always of interest, as also are explanations of technical processes, new methods and machines. One employer says:

Tell men what they're doing, if you want to develop the right sort of working spirit. If some of your machinery is being built for a mine in South America, or some of your leather is being processed for binding books, isn't it a good piece of management to tell the people who work on the material about it? Workers are entitled to know more of the romance of their products on the score that they'll be more interested in their day's labor. If you have a house organ, that's the best place to tell about it. If the product is a big machine, put a sign on it when the assembling stage is reached. A man making only a part of a product cannot get very enthusiastic over his work unless co-workers can be made to mean something to him.*

Some magazines make a point of announcing and explaining the educational courses offered by the firm or the community, and give lists of books and articles which should be read by executives, foremen or workers.

If a worker does anything worthy of commendation, a word of praise in the company paper is certainly appreciated and usually results in redoubled efforts on his part, and also stimulates his fellow employees to put forth extra efforts. It has been found that ridicule, lightly given, as well as a word of commendation when deserved, often gets results against tardiness.

The magazine should be free to discuss any subject that is a matter of concern to the worker. The purpose of the publication should be to "sell" the company, the management, the product, the work, and fellow-workers to each individual in the organization; "to build up that employee good-will that is the necessary concomitant of customers' good-will."*

A writer in *The Human Side*, a magazine published by Collins Industrial Council, Philadelphia, stresses the importance of having the magazine go directly

*"The Way to Greater Production" by Tregarthen and others. (A. W. Shaw Co., Chicago, Ill., 1920.)

into the homes of the workers and of having it contain material that will interest the families of the workers as well as themselves. He further states that all industrial managers realize that it is worth their while to stand well with the wives and families of their men, and that their plant should be considered as a desirable place in which to work, and that when an industry has captured the good will and co-operation of the women who are indirectly dependent on it for their livelihood, it has gone a long way towards allaying industrial unrest.

MAKE UP OF PAPER Great care should be taken to have the paper appear as attractive as possible. This depends largely upon the selection of type and the arrangement of the items. Good printing is an invaluable asset. Some firms have a special cover for each issue, but this is not really necessary and is expensive. The magazine can be so printed that the front page has the appearance of a cover. In size, employees' magazines range from 4" by 7" booklets to 13" by 15" news sheets and from four pages up. The 4" x 7" booklet is a convenient one to handle and may readily be put into the pocket, but it is not large enough to permit of artistic illustrations, while the larger papers, unless they can be folded, are too bulky.

In the smaller plants, a mimeograph often supplies the equipment for the magazine; in the larger plants, the multigraph. Some organizations have their own printing department.

The illustrations are considered to be as important a feature as the literary contents. Photographs of individuals and events, cartoons of the workers and their activities, all tend to make the paper more attractive to the reader.

NAMING THE PAPER Before deciding upon a name for the magazine, it is considered by many that a name-suggestion contest among the employees is an excellent method of arousing their interest in the publication and of giving them a feeling of ownership in it, and that it also does away with the possibility of hasty, ill-advised choice. Results of these contests have shown that notwithstanding the fact that the average worker is not a literary person, he will usually suggest far more appropriate and distinctive names than the editors.

The name selected should fit the magazine and should be simple, easily spoken, easily understood, clean-cut, dignified and distinctive.

There are three general classes of names used in Canadian employees' magazines:

1. Where the news element predominates, such names as *News*, *Times*, *Bulletin*, *Review*, *Record*, etc., usually coupled with the company's name, are very widely used, and are very apt. Examples are: "Spanish River News," "Monthly Bulletin," "Imperial Oil Review."

2. Where the company spirit is strongest, the title is usually based in some way on the industrial relation. "Ourselves," and "The Wingfoot Clan" are of this type. Magazines thus named, however, are greatly in the minority.

3. Then there is the most popular class of names expressing the idea of the firm, the industry or the product. Some examples are: "The Algoman," "At Kodak Heights," "The Gillette Blade," "Telephone Talk."

FREQUENCY OF PUBLICATION AND DISTRIBUTION

The majority of employees' magazines are published monthly, as editors seem to find it hard to get out weekly editions and it is considered by many that more frequent issues are apt to decrease their effectiveness. Some firms issue special editions when they have anything important they wish

to emphasize, such as Safety, Fire Prevention, etc., and very often special numbers are published at Christmas, Labour Day, Anniversary Day, etc. In large corporations, it is considered that co-operation between the different departments is greatly benefited by having one specialized issue during the year devoted to each department, so that the other departments may know what is being done in that particular section.

To be useful, publication of the employees' magazine should be continuous. The paper should be issued promptly on the day set for its distribution, and that day should never be changed. Distribution should receive careful attention so that every employee receives his copy promptly. It is advisable that distribution takes place at the end of the day, so that the publication may be taken home, and no time be lost in reading and discussing it during working hours. Some firms distribute their magazines through the foremen or department heads; others circulate them at the gates. In some cases notices are posted stating that the publication is ready and may be obtained on request.

EDITIONS IN OTHER LANGUAGES Where there is a sufficient number of French employees in a company to warrant the extra expense, some Canadian firms publish their magazines in both languages, one half the page being in English and the other half in French. Those of this class which have come to the notice of the Department of Labour are:

The Digester (Le Digesteur), published by the Laurentide Co., Ltd., Grand'Mere, Que.;

Brompton News, published by the Brompton Pulp & Paper Co., Ltd., East Angus, Que.;

Shawinigan Falls Review, published by Shawinigan Falls Pulp & Paper Co., Shawinigan Falls, Que.

The Imperial Oil Limited, Toronto, has issued French editions of *The Imperial Review* for certain of its plants.

FINANCING THE PUBLICATION The cost of an employees' magazine is made up principally of salary, photographs, cuts and printing items, and ranges from five to forty cents per employee per month, according to information supplied to the Department of Labour. Some firms, it should be noted, failed to furnish cost data.

It is a good plan to prepare a budget for the year with allotments of expense for each month. Accurate cost recording does much towards keeping down expense. In a small company the cost may be kept low by having the editorial work done by members of the organization, by eliminating colour press work, and by charging employees a nominal sum such as five cents for the paper. While it is not customary to charge employees for the paper, it is the opinion of some of the best personnel executives that employees attach more value to the publication when they are charged for it. It will be seen from the detailed analysis of Canadian employees' publications that these are in all cases distributed free of charge to employees, although occasionally a charge is made to others. A similar condition exists in the United States whereas in Great Britain it is usual to make a charge, varying from two to twelve cents per copy.

Some firms have had unusual success in reducing the expenses of publication by means of advertisements in their magazines. The assistance of the employees in this connection has in some cases been secured by offering prizes for, or commissions on, the number of advertisements obtained. Care should be taken, however, to see that too much space is not taken up with advertising matter.

DOES THE EMPLOYEES' MAGAZINE PAY.

Notwithstanding the expense involved, most firms that publish successful employees' magazines state emphatically that they are paying investments.' J. L.

Charlesworth in an article in *Industrial Canada*, December, 1920, states:

The experiences of other firms are not always safe guides, but, in the case of the company paper, they seem to indicate that it is worth a trial. Run by a capable editor, it should promote the proper feeling between management and employee,—interest without interference on the part of the former, loyalty and efficiency on the part of the latter. It should decrease labour turnover by showing workmen that they are being fairly treated. Finally, it should promote the idea of safety first, and wage increasing warfare against the arch-enemy—carelessness. If these objects are attained, the paper has repaid any time, trouble, or expense connected with it.

EDITORIAL POLICIES.

Frequently the policies of the employees' magazine are directed by the plant and industrial relations managers, some of whom make the mistake of putting in the magazine what they think the workers ought to read, instead of what the workers will want to read. Some industrialists who have studied the subject carefully have come to the conclusion that the advertising department is the best one to supervise the publication, since the advertising manager, being well-trained in the writing field himself, will see that he has a capable editor. However, it is generally felt that in order to attain the greatest degree of success, the advertising department and the industrial relations department should work together. The former has the essential technical knowledge which enables him to present the material interestingly and readably, and also to set it up attractively. The latter, on the other hand, usually has a better knowledge of actual plant conditions and of the personalities of the workers and knows what to emphasize and what to avoid in publication.

THE EDITOR. In some cases it might be advantageous to have an editorial board composed of representatives of the employees, but necessarily such a plan would depend upon the plant organization. If a qualified person can be found, it is far better to select the editor from among the employees than to bring in an outsider; but it is not often that such a person is available. However, whoever he may be, the editor is always the important factor in the publication. The success or failure of the magazine depends upon him, and it is essential that, in addition to being able to write, he should have a thorough knowledge of the company's business, understand news values, be a keen student of human nature, and have full authority in his own field. Mr. E. McE. Bowden, of the Laurentide Company, says: "Of one thing I am absolutely convinced, and that is, that in order that a company paper, run for the benefit of the employees, be a success, it must be handled by a man of imagination and enterprise who has a good deal of personality and a good deal of interest in his fellow-workers. The ordinary type of newspaperman cannot fill the bill."

In an address before the New York Chapter of the National Association of Corporation Training, published in "*Industrial Management*," May 1, 1921, Edwin A. Hunger said:—

The editor of an employees' magazine should have in mind a definite purpose and should stick pretty close to that purpose. He should weigh the copy from the dollar's point of view. He should figure in actual money the cost of each page of space, and then ask himself whether his copy is weighty enough and sufficiently to the point to occupy so much valuable space. Then again, he must not forget the fact that his magazine is essentially a propaganda medium. He is in truth advertising the company to the employees. He is advertising the safety movement, suggestions, creating a healthy esprit de corps and boosting the idea of courtesy and service.

REPORTERS.

In some firms, the editor selects someone to act as reporter; in others, volunteers are called for, but it is thought the best way to get hold of real plant news is to have the news collectors elected by the

members of the shop or department they represent for a period of from three to six months. It is immaterial whether they can write or not, as long as they furnish news; the editor will do the rest. The more the employees are encouraged to contribute material to the magazine, the greater will be their interest in it and the more fully will the object of the magazine be realized. The Brompton Pulp and Paper Company places "suggestion boxes" in its various mills for the collection of news items.

BUSINESS MANAGER. The function of the business manager is to look after the details of printing, distribution and finances of the paper. But a business manager is not really necessary, as most of his duties can be carried on very well by the editor, with a certain amount of assistance which can readily be obtained from the proper channels. For example, he can frequently delegate the matter of distribution to the foremen, or time-office; the help of the purchasing agent might be arranged for in the matter of making contracts, etc.; the accounting department could be responsible for keeping cost records and paying accounts.

WHY EMPLOYEES' MAGAZINES SOMETIMES FAIL. Employees' Magazines sometimes fail because the editor has not a clear conception of the aims of the publication. If the employees get the idea that the policy of the magazine is to arouse their enthusiasm, instead of being the result of it, or that it is to be an instrument of the employer for forcing his views upon them, they immediately become suspicious of it. Again, if the contents of the magazine are too much taken up with the staff, instead of with the workers, the men soon lose interest in it. Yet another frequent cause of failure is that the editor, through lack of training, or sometimes through laziness, fills up most of the paper with generalities, cribbed from other publications, instead of having the bulk of the material consist of original matter about the men and women working in the organization, preferably enlivened with a little humour.

Supplementing the Employees' Magazine.

A scheme which is being widely adopted by employers in Great Britain, and also to some extent in this country, is that of inserting in each worker's pay envelope small circulars or folders containing information intending to give them a more intelligent grasp of the economic situation and thus secure their goodwill and intelligent co-operation. The subjects dealt with in these "Talks" are such matters as "Labour Difficulties, the Cause of Loss of Contracts," "Organization," "Unemployment," "Strikes," "Safety," "Exchange Rate," "Esprit de Corps," etc., etc. Reprints from the employees' magazine are frequently used as pay envelope enclosures, and in at least one instance a series of editorials from an employees' magazine has been reprinted in pamphlet form.

Literary Services Operated in Great Britain and the United States.

The attention of the Department of Labour has been directed to a special branch of the Editorial Department of the Industrial Welfare Society of London, England, which has recently been organized to deal with the publication of works magazines. Their activities in this direction come under three headings:—

1. A general literary inset, consisting of 16 pages of interesting and educative matter, is published monthly in order to assist those editors of works magazines who find it difficult to obtain contributions of this nature. These insets are sent to the local printer who cuts and binds them with the firm's own local news and articles.

2. In addition to the above, complete and distinctive journals are produced for firms who wish to avail themselves of professional service. The copy is supplied entirely by the firm, and then prepared for the press and published by the Society.

3. A Literary Service Department has been organized, whose business it is to syndicate good articles and cartoons by the best authors and artists to works editors at a reasonable fee.

By means of distributing the cost of these articles and cartoons over a number of magazines, editors are enabled to secure contributions which might otherwise prove too expensive.

In the United States the enterprise of private individuals has led to the formation of many agencies which "syndicate" material for employees' magazines on a subscription basis, as well as supply special copy for a stated charge.

Brief Description of Canadian Employees' Magazines.

A brief note concerning each of the employees' magazines which have been received in the Department follows, but those interested would do well to communicate direct with the publishers of any magazine concerning which they require fuller information:—

THE ALGOMAN. Published monthly "by and for the employees" of the Algoma Steel Corporation, Sault Ste Marie, Ont. Editor, Frank J. McGue, Superintendent of Industrial Services and Director of Safety. Printed on coated paper 11½ x 8½; 28 pages (double column) and cover; wire stitched; front cover in two colours with hand-lettered heading and border design introducing the Firm's trade-mark, central panel containing half-tone illustration.

Contains biographical sketches; articles on technical processes; notes and humorous jottings concerning employees; sports page; woman's page; editorials; with numerous articles and items of safety interspersed, safety slogans being also found at the bottom of each page. Local advertisements take up about twenty-five per cent of space. Is well illustrated with line cut headings and cartoons of employees, also with half-tone reproductions of photographs of individuals and the various plant sections. The publication was founded with the purpose of inaugurating an accident prevention campaign and has for its main objective, the safety and welfare of employees.

The magazine is distributed free to all employees through the heads of departments. It has a circulation varying between 2,500 and 3,000 with a mailing list of about 175. The cost per employee per month is about 15c, a good proportion of the gross cost being taken care of by advertising.

THE ARMOUR MAGAZINE. Published monthly "for the education and inspiration of employees" not only in the United States and Canada, but throughout the world, by Armour & Company, Chicago, Ill. Editor, Stanley A. Heldberg. Printed on magazine stock, 10x12; 32 pages (3 columns); wire stitched; title page has line cut border and design with half-tone reproduction in centre panel.

Contains items concerning employees; biographies; organization, plant and car route notes from the various territories of the company; notice of the opening of new plants; information *re* Company's products, articles on sales methods; business review; personals; question box; woman's page; cartoons. Illustrated with line cut headings and cartoons.

The magazine is distributed by mail and sent free of charge to all the Company's employees.

AT KODAK HEIGHTS. Published monthly "by and for the employees" of Canadian Kodak Co., Ltd., Toronto. Editor, George W. Morgan. Printed in Company's own plant on coated paper, 6 x 8½; 8 pages (2 columns); wire stitched; title page illustrated with half-tone cut.

Contains health, safety, social and athletic notes; personals; humour; and is usually well illustrated with both cartoons and reproductions of photographs.

Circulation, 1,025. Distribution free. Cost per employee per month, approximately 7½c.

THE BEAVER. Published monthly by the Hudson's Bay Company, Winnipeg, Man., for their employees. Editor, C. M. Thomas. Printed on magazine stock, 6¾ x 10; 32 to 60 pages (double column); wire stitched; title page has line-cut heading and half tone illustration, with lower border introducing Company's trade-mark; back cover carries advertisements of the Company's products.

Contains personals of employees at the different branches; biographies; sport notes; humour; notes of the Company's products and miscellaneous articles such as historical sketches of the North-West, its pioneers and the Company's development. Illustrated with half-tone reproductions of photographs and line cut cartoons.

Circulation, 4,000. Allotments to large branches go by express and the magazines are then distributed free; allotments to Posts by mail. Cost per employee per month, 20c.

THE BROKE HUSTLER Published every Saturday by the Abitibi Power & Paper Co., Ltd., Iroquois Falls, Ont., in the interests of the community. Editor, Alee DeWar. Printed on newsprint, 9 x 12; 12 pages.

Contains current town and mill news; reports of Community Entertainment Committee; Public School reports; Horticultural Society reports; sport notes; small amount of advertising matter. Devotes special attention to the development of the North Country as a whole and is not confined to the activities of the Company.

Circulation, 1,700. Distributed without charge to employees and friends.

BROMPTON NEWS. Issued semi-monthly for and by the Brompton Pulp & Paper Co., East Angus, P.Q., and its employees. Editor, Stewart B. Osborne. Printed on newsprint in newspaper form, 12 x 17¾; 6 to 8 pages; 4 columns on each page—two in French and two in English.

Contains items *re* development of the different departments, new machinery, etc., besides local town news and items of interest to the workers. Carries advertisements of two banks (one English and one French) who supply the cuts, space being donated to encourage thrift among employees. Is illustrated with half-tone reproductions of photographs and line cut cartoons.

Circulation, 3,000, including 200 mailing list. Distributed free of charge with pay cards. Cost per employee per month, about 8c.

THE BROWN BULLETIN Published monthly by the Brown Corporation, Berlin, N.H., for the employees of the Company in the United States and in La Tuque, P.Q. Editor, W. E. Taft. Printed on coated paper, 8½ x 11; 20 pages (3 column); wire stitched; title page has hand-lettered heading introducing list of Company's products.

Has sections for the different mills and plants, each containing personal paragraphs, safety notes, humorous items, photographs and cartoons.

THE CADUCEUS. Published monthly by the Canadian Bank of Commerce, Toronto, Ont., in the interests of the staff. Printed on coated stock, 6¼x9¼; 40 pages with art cover in two colours bearing the Bank's crest; wire stitched. The editorial work is done by the staff and the contributions are, with few exceptions, supplied by them.

Contains articles by staff on places of interest at which the Bank has its branches; notes of the doings of the staff at the different branches; particulars of opening of new branches and buildings; articles on banking and kindred subjects for information of staff; has sports section and also humorous section with cartoons, poems and anecdotes. Is illustrated with half-tone reproductions of photographs.

Circulation in Canada, 2,000. Distributed free by mail to the branches for the staff. Copies also sent to retired members if desired. Cost per employee per month, approximately 15c.

CANADIAN NATIONAL RAILWAYS MAGAZINE Published monthly under the direction of A. J. Hills, Assistant to President, for free distribution among the employees of the Canadian National Railways. W. J. Whiteside, Toronto, is editor. Printed on magazine stock. 7 x 10; about 100 pages; (2 column) and cover, which has border design introducing the standard lettering featured by the C.N.R. in all their publicity, with two-colour illustration in centre panel.

Contains many articles on Canadian industries and the development of the country by men prominent in the educational and industrial world; notes of employees in the different divisions; serial story; illustrated story for children; reports of various funds; sports items; humorous items; statements of merits awarded employees in the various districts or divisions; editorials; considerable amount of advertising. Is well illustrated with half tone drawings and pen and ink line cuts. Employees contribute some articles.

Circulates to over 25,000 employees, free. Subscription price to others, 15c per copy, \$1.50 per annum.

C.C.M. PLANT NEWS. Published monthly by Canada Cycle & Motor Co., Ltd., Weston, Ont., for their employees. Edited by Factory Committee; Editor-in-Chief, G. H. Goulding; Associate Editors, W. E. Hall and Miss A. Adamson. Printed on coated paper, 5½ x 8½; 4 pages; 2 columns.

Contains personal, athletic, safety and welfare notes; suggestions. Illustrated with half-tone reproductions of photographs.

Circulation about 500. Distributed free to the men as they leave work on the first of each month.

CONNECTING LINKS Published in the interests of the employees by the American Chain Company, Inc., Bridgeport, Conn., of which the Dominion Chain Company, Ltd., Niagara Falls, Ont., is the Canadian Branch. Editor, F. W. Muller. Printed on coated paper, 6 x 9; 60 pages and art cover with design introducing Firm's trade-mark; back cover illustrated with line cut; wire stitched.

Contains personals, social notes, athletic news, from the different offices and plants in the United States, and from the Dominion Chain Company; also reports of the meetings of the "Aeco" Employees' Society at each of the branch-

es; shows uses of Company's products; contains short stories, jokes, notes of Women's Welfare Club, "Baby Gallery," copies of Company's latest advertisements, cartoons and illustrations.

(Publication was discontinued January, 1921.)

THE DIGESTER A weekly bi-lingual paper published under the auspices of the (LE DIGESTEUR) Laurentide Company, Ltd., in the interests of the town of Grand'Mere, P. Q. As there is no other newspaper published in the town, "The Digester" takes on some of the aspects of a weekly newspaper in a small town, in addition to being an employees' magazine. Editor, W. D. Leary. A committee appointed by the management exercises supervision over all printed matter. It is printed on newsprint, in newspaper form, 15 x 21½; 4 pages of 6 columns each, alternating French and English.

Contains local and personal news, safety and health notes; statement of Company's production for the month; advertisements; half-tone illustrations.

Circulation, 2,500 among employees and others. Distributed free to employees; subscription rate to others \$2.50 per annum, or 5c. per copy. The cost per employee per month averages approximately 30c. Until a year ago the paper was printed in Montreal and issued semi-monthly, but the Company has since installed a printing plant and produced the paper weekly at a considerable saving.

THE DOMINION Published semi-monthly in the interests of the Dominion Rubber System by the Canadian Consolidated Rubber Co. Ltd., Montreal. Editor, W. F. Bilger. Printed on coated paper 6¼x9¼; 16 pages and art cover, front of which is in three colours and has design introducing various trade-marks used by the Company; wire stitched.

Contains personals, athletic notes, humorous page, safety notes, details of factory organizations, inspirational quotations, staff photographs and cartoons.

Circulation, 1,750. Distributed by mail to home address free. Cost per copy, about 12½c.

DUNLOP RUBBER FACTORY NEWS. Issued monthly in behalf of employees of the Dunlop Tire & Rubber Goods Co., Ltd., Toronto. Edited by Factory News Committee. First issue was mimeographed, but subsequent issues have been printed. Is printed on coated paper, 6¼ x 9¼; 20 pp. (2 column); wire stitched.

Has pages for safety notes, welfare, sports, industrial Y. M. C. A., and "Our Girls." Contains personals, garden notes, half-tone reproductions of photographs, cartoons.

(Publication temporarily suspended March, 1921.)

THE FABRICATOR. Published quarterly by and for the employees of The Imperial Cotton Co., Ltd., Hamilton, Ont. Edited by The Service Dept., Jean MacRae, Editor-in-Chief. Printed on coated paper, 6 x 9; 18 to 24 pages and coloured cover simulating woven fabric; wire sewn; pages have ruled borders.

Contains messages from management; health news; garden notes; sports news; safety notes; personals; biographies; reports of entertainment committee; talks on savings; labour turnover. Illustrated with half-tone reproductions of photographs and line cut thumb-nail sketches.

Circulation, 550 to 600. Distributed free.

FROM THE GROUND UP. Published monthly for staff by Ames Holden McCready, Ltd., Montreal, P.Q. Editor, R. W. Ashcroft. Printed on tinted coated paper, 6x9; 16 pages (2 column); title page in line cut, introducing Company's trade-mark with half-tone illustration in central panel; wire stitched. Circulars regarding accounting methods, promotion of sales, etc., are inserted from time to time.

Contains report of annual meetings; articles on company methods and principles; biographies; head office and branch notes; humorous page; half-tone illustrations and line cut headings.

Circulation, 600. Distributed free by mail to home address of employees at head office and branches, also to the managers, superintendents and foremen of the factories, but not to the operatives. Cost per employee per month, approximately 20c.

THE GILLETTE BLADE. Published quarterly by the employees of the Gillette Safety Razor Co., Boston, Mass., whose Canadian branch is at Montreal, P.Q., "to create and spread the spirit of friendliness and co-operation in the Gillette family." Editor, H. S. Beecher. Printed on coloured coated paper, 6x9; 48 to 64 pages (2 column); wire stitched; title page has half-tone heading introducing trade-mark and illustration; back cover carries advertisement of Company's product. The Company's representatives in all parts of the world are contributors.

Contains articles on the medical and safety devices of the Company; personals; statistics; talks to salesmen; copies of Company's advertisements; humour; inspirational articles. Has line cut and running headings introducing the Company's trade-mark and illustrations in half-tones, line cuts, and combinations of both.

Circulation in Canada, about 600. Distributed free to factory employees by foremen.

HARVESTER BULLETIN AND PLOWMAN. Published monthly by the Industrial Councils of the Harvester and Plow Works, International Harvester Co., of Canada, Ltd., Hamilton, Ont. Printed on coated paper, 6x9; 24 pages (2 column); wire sewn; title page has half-tone heading and border with illustration in centre.

Contains articles on safety, health and gardening, sports items; athletic club and cafeteria reports; minutes of industrial council meetings; plant news and discussions of current economic and industrial topics. Illustrated with half-tone reproductions of photographs and cartoons.

Circulation, 2,400. Distributed free to all employees of the plant and to ex-employees by mail on request. Cost per employee per month is about 8c.

THE HOME BANK MONTHLY Magazine of the Staff of The Home Bank of Canada, issued from the Head Office, Toronto, Ont. Printed on coated paper, 6 x 9; 16 to 24 pages (2 column); wire stitched; cover of coloured stock.

Contents contributed entirely by members of the staff of The Home Bank. Usually features editorials on topics of economic and national importance; review of historic subjects as recalled by anniversaries from month to month; special articles on the trade situation and banking; a department of "Homebankannia"; miscellaneous contributions and original cartoons.

Circulation about 2,200. Distributed free to all members of the staff and upon request to others.

IMPERIAL OIL REVIEW. Published monthly by Imperial Oil, Ltd., Toronto, "for the purpose of providing employees with a medium in which their opinions, suggestions and experiences may be exchanged, and to acquaint them with interesting and useful information about the Company's business." Printed on coated paper, $8\frac{3}{4} \times 10\frac{3}{4}$; 20 pages (3 column); wire stitched; cover design in colours is changed every month.

Contains articles about the different places in Canada and South America where the Company is operating, including their history and development, with illustrations; tells of launching of Company's ships; describes the Company's monoplanes and gives sketches of the aviators' records. Describes the Industrial Representation Plan and meetings of the Councils; gives notes of new plants and service stations and of the various plant developments and products; also gives personal, social and athletic items from the various divisions and refineries. Is illustrated with line cut headings and half tone cuts.

The "Review" is also the organ of the Co-operative Investment Trust Fund, the Joint Industrial Councils, the Annuities and Benefits Committee, the Company's Group Insurance and the Medical Service.

Circulation, 7,200 including employees, contemporaries and mailing list. Distributed free. Cost per employee per month, 16c.

LIFE. Published quarterly by the staff and for the staff of The Great-West Life Assurance Co., Winnipeg, Man. Editor, H. A. Cameron. Printed in own plant on coated paper $5\frac{1}{2} \times 8\frac{3}{4}$; 20 pages and half-tone art cover.

Contains articles on staff pension system, debating committee and sports; jottings from branch offices; lists of books available from Publicity Department; line cut headings and half tone illustrations.

MACLEAN'S WEEKLY. Issued weekly by members of the staff of The MacLean Publishing Company, Ltd., Toronto, Ont. Editor, C. W. Buchanan, Circulation Manager. Printed on magazine stock in miniature newspaper form, $4\frac{3}{8} \times 5\frac{3}{4}$; 16 pages (2 column); wire stitched; title page contains reproduction of current issue of "MacLean's Magazine."

Contains personal items, notes of social activities and basketball games; references to new systems installed in the various departments; letters of appreciation from readers of the Company's publications; results of subscriptions contests and so on; suggestions to salesmen; half-tone illustrations.

Circulates to 1,000 employees and a small external mailing list. Distributed free; 600 copies delivered personally and 400 by mail. Cost per employee per month, 27c. or 28c.

THE M-H WEEKLY. Issued in the interests of every member of Massey-Harris Co., Ltd., Toronto. Editor-in-Chief, John Martin, Printing Department. Printed on magazine stock, $7\frac{1}{2} \times 10\frac{3}{4}$; varies from single sheet to 8 pages; 3 columns; heading on title page introduces Company's trademark.

Contains articles on the activities of the Company's medical department; health and safety notes; personal notes of employees in the different works; sports page; reports of council and club meetings; descriptions of the different shops' personnel and their duties; illustrations. The publication is in its fortieth year.

Circulation, 4,500. Distributed free. Costs from 3 to $3\frac{1}{2}$ cents to produce.

THE MONTHLY BULLETIN. Published in the interests of the Maritime Telegraph & Telephone Company, Ltd., Halifax, N.S., and Associated Companies. Editor, J. S. Christie. Printed on magazine stock, 8 x 10 $\frac{3}{8}$; 10 to 18 pages (double column); wire stitched; title page has heading introducing Company's trade-mark and a list of contents.

Contains personal and humorous items concerning the staffs of the various exchanges; social activities; sports notes; safety and welfare notes; biographical sketches of staff; reports of lecture courses; plant activities; articles on technical subjects; illustrations.

Circulation, 1,000. Distributed free to employees; \$1.00 per annum to others.

MUELLER INTERNATIONAL NEWS. Published on the 15th of each month by and for the employees of the H. Mueller Mfg. Co., Ltd., of Sarnia, Canada, and the Mueller Metals Company of Port Huron, Michigan, and also for the information of customers. Editor, Geo. A. Walker. Printed on coated paper, 5 $\frac{7}{8}$ x8 $\frac{3}{4}$; 20 to 24 pages (single and double columns); wire stitched.

Contains personal notes of employees; biographies; letters from President; minutes of meetings; articles on processes and Company's products; notes on the Company's Investment Association, Investment Stock Pool, Industrial Committee; testimonials from customers; particulars of contracts received. Illustrated with line cuts.

Circulation in Canada, from 300 to 650 employees and 1,300 customers. Distributed free by watchman as employees file out of the gate on the 15th of each month. Cost per employee per month, about 11c.

NEILSON NEWS. Published monthly "in the interest of, and by, the working organization of" William Neilson, Ltd., Toronto. Editors, Employment Department. Printed on magazine stock, 5 $\frac{1}{2}$ x8 $\frac{1}{2}$; 4 pages.

Contains personal, social and athletic items; health and safety hints; notes on the product. Illustrated.

Circulation, 900. Distributed free on request at main exit on the evening of issue. Cost per employee per month, about 2c, at no expense for editing, this being done in spare time by Employment Department.

OFFICE SPECIALTY. Published monthly by Office Specialty Manufacturing Co., Ltd., Toronto, Ont. Editor, W. R. Paterson. Printed on coated paper, 9x11 $\frac{1}{2}$; 12 to 28 pages (3 column); wire stitched. Is published more particularly for the sales staff.

Contains personals; social and athletic notes; lists of accepted suggestions; comparisons of branch sales; information regarding, and results of sales contests, and particulars of the Company's specialties; cartoons. Is illustrated with half-tone and line cuts.

Circulation, 500. Cost per copy, 25 to 30c.

OURSELVES. "A Bulletin for inter-departmental efficiency and co-operation usually published monthly" by The Mortimer Company, Ltd., Ottawa, Ont., and circulated to branches in Montreal and Toronto. Editor, W. E. Hooper. Printed on coated paper, 7x10; 4 pages (2 column).

Contains shop and office personals; athletic notes; copies of letters of appre-

ciation from customers; information tending to improve the relations between employer and employee and to better conditions in the factories.

Circulation, 250. Distributed free. Cost per employee per month, approximately 14c.

ROYAL BANK MAGAZINE. Issued quarterly by the Royal Bank of Canada, Montreal, in the interests of the staff. Editor, C. P. C. Downman. Printed on coated paper, 7x10; 48 pages (2 column) and art cover with panel introducing Royal Coat of Arms; wire stitched. A news supplement to magazine is also issued twice a month without cover.

Contains articles written by the staff on places where the Bank has branches, both at home and abroad; notes of new buildings and branches; biographical sketches; personal notes; social notes; sporting events; suggestions and questions department; information regarding new departments,—how conducted, personnel and so on. Well illustrated with half-tone and line cuts.

Circulation, 4,000, staff. Distributed free by mail to employees and to small external mailing list.

SHAWINIGAN FALLS REVIEW. Issued semi-monthly by the industrial concerns of the City of Shawinigan Falls, Quebec, (The Belgian Industrial Co., Ltd.; Canada Carbide Co., Ltd.; Canadian Electro Pro-ducts Co.; Electric Service Corporation; Northern Aluminum Co., Ltd.; Shawinigan Engineering Company; Shawinigan Foundries Co., Shawinigan Terminal Railway and Shawinigan Water & Power Co.), for the benefit of their employees and for the entire community. Editor, F. Daemen. Printed on newsprint, 8¾x11½; 32 pages, two columns each, the first in French, and second in English; wire stitched; front page has line cut heading; all pages have ruled borders.

Contains articles on matters of common interest, such as civic improvement, health, safety, business, athletics, education, useful information, besides personals, social notes and humorous items. Reports of civic meetings, such as City Council, Chamber of Commerce, are also given.

Circulation, approximately 4,000. Distributed free with employees' pay envelopes; copies for city are delivered by mail and to stores and business places by messenger. Cost per employee per month, 40c.

SOME FACTS. Published by The Bell Telephone Company of Canada, Montreal, P.Q., semi-monthly, for the information of all telephone workers. Editor, C. E. Fortier. Printed on coated paper, 4½x8; 4 to 8 pages (single column); wire stitched; title page heading introduces Company's trade-mark.

Contains information regarding telephone matters, technical articles.

(It is expected that this Bulletin will shortly be replaced by a more extensive employees' magazine, but particulars as to the name and general make-up of the new publication are not yet available.

SPANISH RIVER NEWS. Published bi-weekly by The Spanish River Pulp & Paper Mills, Ltd., Sault Ste Marie, Ont., for the benefit of their employees, management, stockholders and the community. Editor, Margaret Coyne. Printed on coated paper 9x12; 24 pages (double column); wire stitched; black and white cover, has line cut heading and half tone illustration or quotation surrounded by ornamental border; design is changed for special issues, and occa-

sional use is made of colours; back cover also has ornamental border within which usually appears some inspirational verse.

Contains articles on forestry and allied subjects; the pulp and paper industry; news items from the different mills; sports page; children's page; women's page, including recipes, fashion supplement, nursery hints, boy scout activities; additions to library; safety; gardening and tree planting; general information, —articles on simple business economics, special articles on Canada and Canadian opportunities, government, politics, schools, etc., has running and half-tone headings and half-tone illustrations.

Circulation, 3,000, including external mailing list of about 500. Distributed free on request to employees in the mills; mailed in bundles to the wood camps. Cost per employee per month, approximately 17c.

STELCO NEWS. A co-operative monthly publication for and by the employees of the Steel Company of Canada, Ltd., Hamilton, Ont. Editor, S. E. LeBrocq. Printed on coated paper, 8½x12; 4 to 8 pages (2 and 3 column).

Contains items of interest from the different works; sports page; safety notes; social and personal items; technical articles. Illustrated with line cut headings.

Circulation, 4,500. Distributed free to employees at entrance gates. Approximate cost per copy, between 5c. and 6c.

TELEPHONE TALK. A magazine published monthly at Vancouver, B.C., by the British Columbia Telephone Company for the benefit of its employees. Editor, R. B. Bennett. Printed on coated paper, 7 x 10; 24 pages (double column) and cover; wire stitched. Cover has line cut heading and border with half-tone reproductions of photographs changed with each issue.

Contains information as to resources and capabilities of Province; technical articles; district news; plant activities; statement of development and service of exchanges; list of operators receiving increases for merit under special efficiency plan; social events; births, deaths and marriages. Has running headings and is illustrated with half-tone and line cuts.

Circulation, 2,800. Distributed by mail; price 10c. a copy or \$1.00 a year.

THE TELLER. Edited monthly by the staff of The Sterling Bank of Canada, Toronto, Ont. Has been in existence for about nine years. Printed on coated paper, 7 x 10; 16 pages (double column) and cover; wire stitched; cover on art stock with embossed title in colour and centre panel containing half-tone illustration.

Contains staff news; "query box"; articles on financial problems and other matters of general interest. Illustrated with line cuts.

Circulated to 350 staff and a mailing list of about 50. Distributed free, by mail. Cost per employee per month, approximately 25c.

THE U. B. OF C. MONTHLY. Published monthly in the interests of employees by The Union Bank of Canada, Winnipeg, Man. Editor, J. Herbert Hodgins. Printed on coloured coated stock, 6½x9½; 30-40 page (double column); wire stitched; cover of art stock with monogram and illustration of head office in colour.

Contains articles on the Bank's activities throughout Canada and abroad; notes of new buildings and branches; section devoted to the Legal Department;

staff gossip from the branches; sport news; articles of interest to bankers, such as "Canadian-American Trade Prospects," "International Exchange," and so on. Illustrated with half-tone reproductions of photographs and wash drawings.

Circulation, 1,500. Distributed free by mail to employees. Cost, approximately 27c. per employee per month.

THE WINGFOOT CLAN. Issued monthly by the Goodyear Tire & Rubber Co., of Canada, Ltd., New Toronto, Ont., in the interests of employees.

Editor, E. J. Dopp. Printed on coated paper, 10 x 13; 6 to 8 pages (3 and 4 column); wire stitched.

Contains personal news; sports page; health items; editorials on the Company's policies and on the management's experiences; technical processes; "service roll"; "The Home Corner"; safety notes; jokes and cartoons. Also advertises the suggestion system and gives list of names of those submitting suggestions and amounts awarded for them.

The circulation varies according to conditions; it has been as high as 3,200 and as low as 1,200. Distributed free by mail to home address. Cost per employee per month varies from 6c. or less to 12c., depending upon the circulation and size of paper.

List of Publications Containing Information Relating to Employees' Magazines.

Benge, Eugene J. "Standard Practice in Personnel Work." The H. W. Wilson Co., New York, 1920.

Bloomfield, Daniel. "Labor Maintenance." Ronald Press Co., New York, 1920.

Department of Labour, Ottawa. Bulletin No. 2, Industrial Relations Series, 1921.

Frankel & Fleisher. "The Human Factor in Industry" (pp. 105-110). The MacMillan Co., New York, 1920.

Industrial Relations Association of America, Proceedings of Annual Convention, 1920.

Lee, James Melvin. "Business Writing." Ronald Press Co., New York, 1921.

O'Shea, Peter F. "Employees' Magazines." The H. W. Wilson Co., New York, 1920.

Park, Robert E. Circular on Plant Organs. U. S. Department of Labor.

Ransom, Robert E. "Effective House Organs." D. Appleton & Co., New York, 1920.

Tead & Metcalf. "Personnel Administration." (Chap. XIV). McGraw-Hill Book Co., Inc., New York, 1920.

Trecarten, Homer S., et al. "The Way to Greater Production." A. W. Shaw Co., Chicago, 1920.

Wera, Eugene. "Human Engineering." D. Appleton & Co., New York, 1921.

Wilson, G. F. "The House Organ; How to Make it Produce Results." Washington Park Publishing Co., Milwaukee, Wis., 1915.

The following periodicals frequently publish articles on Employees' Magazines.

Administration. The Ronald Press Co., New York.

The Blue Pencil. (A magazine devoted entirely to Employees' Magazines and House Organs.) B. Barnes, 200 Columbia Heights, Brooklyn, N.Y.

Dodge Idea. Dodge Publishing Co., Mishawaka, Ind.

Factory. A. W. Shaw Co., Chicago.

Industrial Management. Engineering Magazine Co., New York.

Journal of Industrial Welfare Society. 51 Palace St., London, S. W. I. England.

Organizer. Regent House and Windsor House, Kingsway, W.C.2, London.

Personnel. Industrial Relations Association of America, Orange, N.J.

THE LABOUR GAZETTE

The Official Journal
of the
Department of Labour
of Canada

PUBLISHED MONTHLY

Each issue of THE LABOUR GAZETTE contains much statistical and other information relating to industrial conditions, cost of living, etc., including such matters as trade agreements and changes in rates of wages, particulars of trade disputes, statements of all proceedings under the Industrial Disputes Investigation Act, 1907, and special articles on current economic questions.

THE LABOUR GAZETTE is sent to any address at a nominal subscription rate of 20 cents per annum, postage prepaid. Address subscription to Circulation Manager, THE LABOUR GAZETTE, Department of Labour, Ottawa, Ontario.

EMPLOYMENT SERVICE OF CANADA

For the Better Organization of Employment

During the year 1920 the Employment Service of Canada, a co-operative enterprise of the Dominion and Provincial Departments of Labour, placed 450,000 persons in employment. About 50,000 of these persons were placed in employment at a distance.

Through the seventy-six offices and the clearing houses at Halifax, Montreal, Ottawa, Toronto, Winnipeg, Regina, Calgary and Vancouver, employers and employees in all parts of the Dominion are placed in direct communication with one another.

To avail yourself of this service it is only necessary for you to notify your labour requirements or register your application for employment at the nearest local office.

It is thought that information about employment is quite as vital as information on the weather, the fertility of the soil, the navigation routes or the probable location of minerals, which is given without charge to those interested. Accordingly the Employment Service of Canada makes no charge to employers or employees.

Employment offices at the following points:—

NOVA SCOTIA:

Amherst,
Halifax,
New Glasgow,
Sydney.

NEW BRUNSWICK:

Moncton.

QUEBEC:

Hull,
Montreal,
Quebec,
Sherbrooke,
Three Rivers.

MANITOBA:

Brandon,
Dauphin,
Portage la Prairie,
Winnipeg (6).

ALBERTA:

Calgary,
Camrose
Drumheller,
Edmonton,
Lethbridge,
MacLeod
Medicine Hat.

ONTARIO:

Belleville,
Brantford,
Chatham,
Cobalt,
Fort William,
Guelph,
Hamilton,
Kingston,
Kitchener,
London,
Niagara Falls.
North Bay,
Oshawa,
Ottawa,
Pembroke,
Peterboro,
Port Arthur,
Sarnia,
Sault Ste. Marie,
St. Catharines,
St. Thomas,
Sudbury,
Timmins,
Toronto (3),
Windsor.

SASKATCHEWAN:

Estevan,
Moose Jaw,
North Battleford,
Prince Albert,
Regina,
Saskatoon,
Swift Current,
Weyburn,
Yorkton.

BRITISH COLUMBIA:

Cranbrook,
Fernie,
Kamloops,
Kelowna,
Nanaimo,
Nelson,
New Westminster
Prince George,
Prince Rupert,
Revelstoke,
Vancouver (2).
Vernon,
Victoria.